

### PM Challenge 2009

## Managing Software

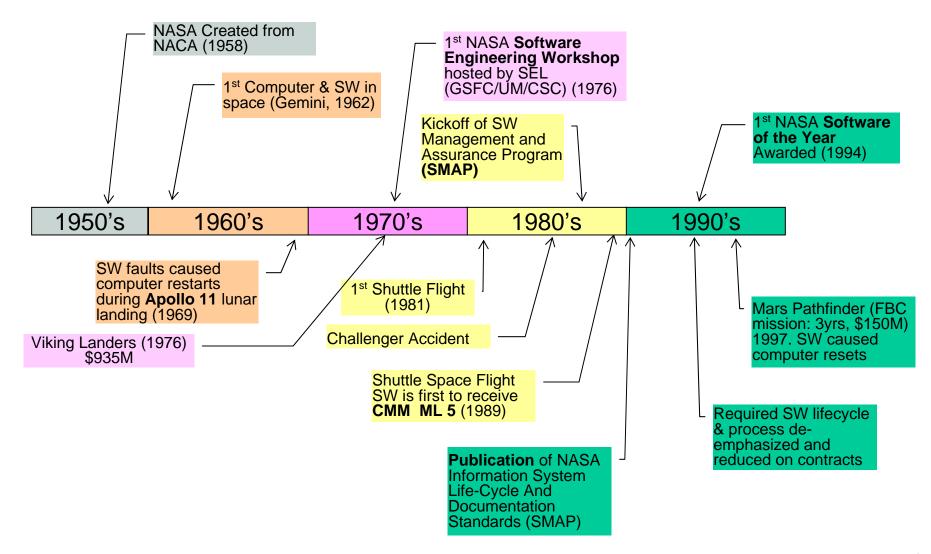
assessing the software components on your project

February 25, 2009

John C. Kelly & Tim Crumbley
Office of Chief Engineer

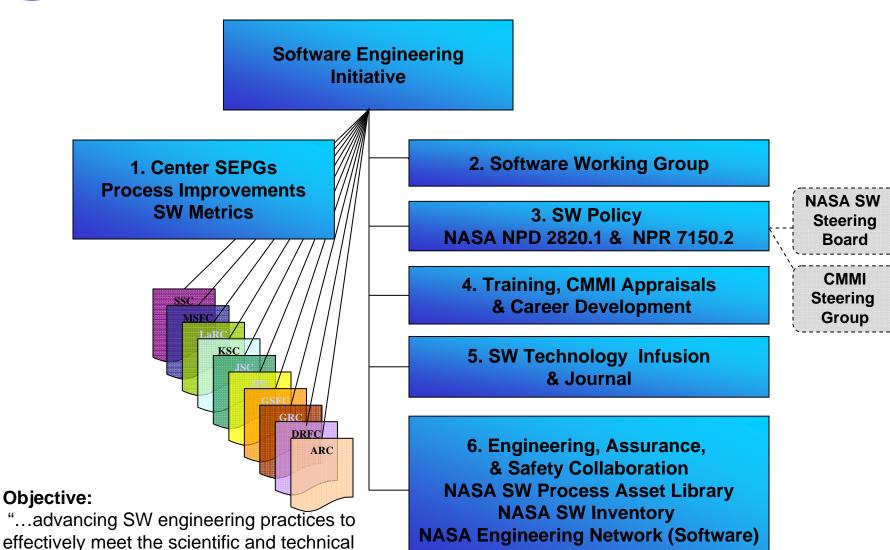


## Timeline 1957 – 1998 (Relevant to NASA Software Engineering)





## **Software Engineering Initiative**



Sponsor: NASA Office of Chief Engineer

objectives of NASA" (plan approved 2002)



**Objective:** 

## **Software Engineering Initiative**

Software Engineering Initiative

1. Center SEPGs
Process Improvements
SW Metrics

SSC

MSFC

KSC

DRFC

ARC

"...advancing SW engineering practices to effectively meet the scientific and technical objectives of NASA" (plan approved 2002) 2. Software Working Group

3. SW Policy NASA NPD 2820.1 & NPR 7150.2

- 4. Training, CMMI Appraisals & Career Development
- 5. SW Technology Infusion & Journal

6. Engineering, Assurance,
& Safety Collaboration
NASA SW Process Asset Library
NASA SW Inventory
NASA Engineering Network (Software)

NASA SW Steering Board

CMMI Steering Group

Sponsor: NASA Office of Chief Engineer



## Goal of the NASA Software Engineering Initiative

- Advance software engineering practices (development, assurance, and management) to effectively meet the scientific and technological objectives of NASA
  - Consistent performance for software products engineered for or by NASA in the areas of:
    - Schedule
    - Cost
    - Delivered Functionality
    - Quality
  - Infuse improved technology
  - Agency use of best practices for Software Engineering
  - Skilled and knowledgeable workforce

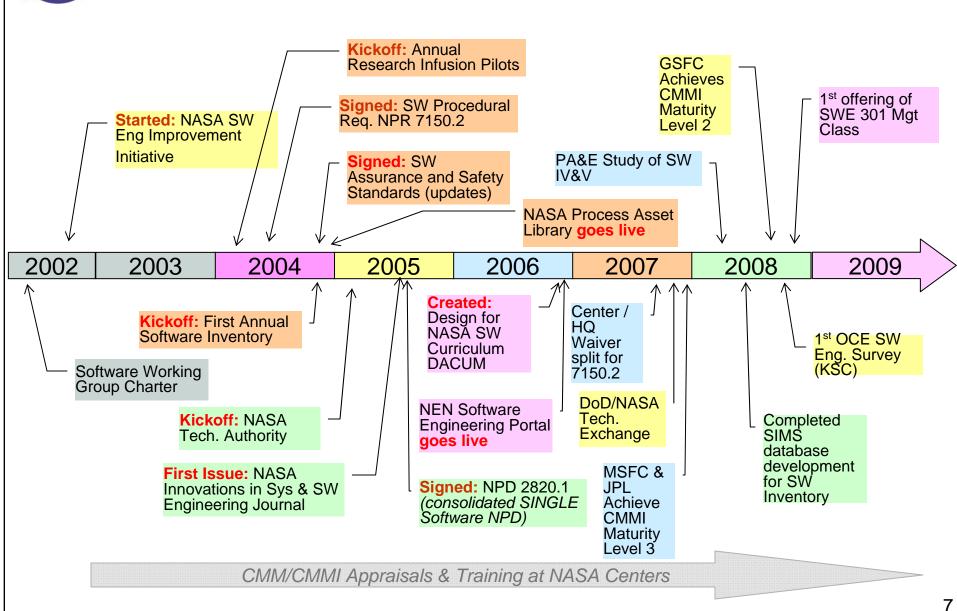


### **Key Impacts**

- 1. Projects are engaged in using the improvements that the Software Engineering Initiative has developed
- 2. Software development planning has been improved across the Agency
  - "Vast improvement in planning of software projects and in monitoring progress" GSFC
- 3. NASA's contractor community has heard the word that the bar has been raised with respect to software engineering and is responding appropriately
  - Solicitations include statements flowing down consistent software requirements
- 4. A solid foundation and structure is now in place for developing software in a disciplined manner
  - NASA PAL Website with more than 650+ process assets (including checklists, templates, process documentation, guidance, etc.)
- 5. The Agency is better prepared for major programs and projects than it was before NPR 7150.2, Software Engineering Requirements
- 6. The knowledge and skills of the NASA software engineering community has significantly improved

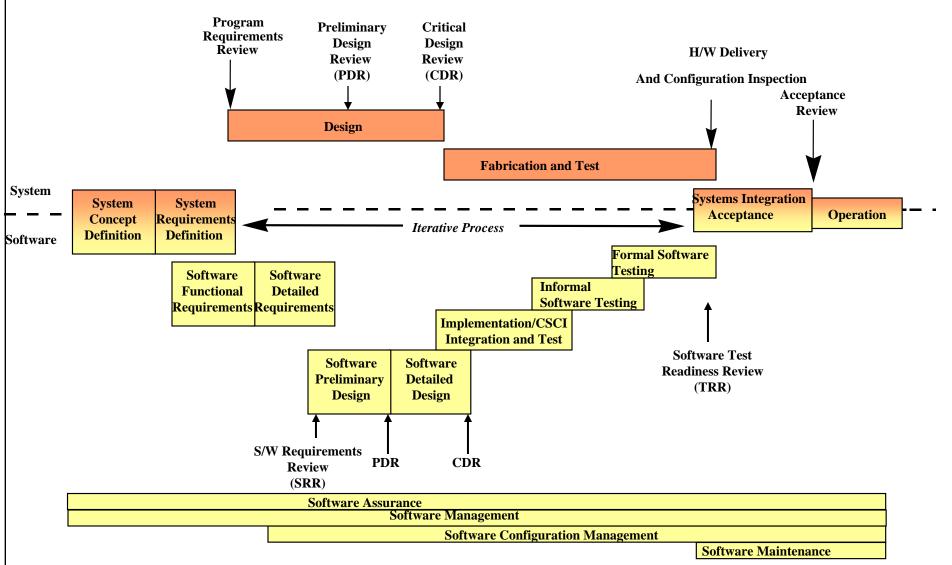


## Timeline 2002 – 2008 NASA Software Engineering Initiative



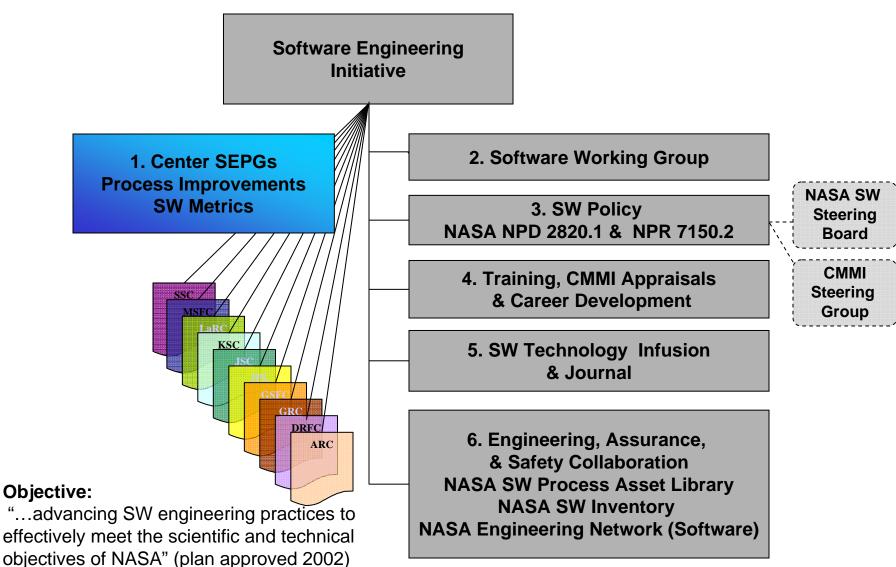


## Software Development Life Cycle





## **Software Engineering Initiative**



Sponsor: NASA Office of Chief Engineer





### **GSFC Software Process Improvement**

TRAINING

If the Process Works...Improve It.



+ LESSONS

LEARNED

#### Welcome

The goal of GSFC Software Process Improvement is to establish and continuously improve system and software processes and products by providing the necessary supporting infrastructure, such as tools, templates, measurements support, and lessons learned. The objectives are to:

 Improve the quality, reliability, and safety of our products through the integration of sound system and software engineering principles and standards, so that our customers receive highly effective and reliable products that fulfill their scientific and News and sing Events

Upda Local tools to
"Bran support projects

"Physi

"Baseline Audit Checklist"

Link to New Assets --->

+ MEASURES

#### Conferences

TOOLS

Carnegie Mellon Software Engineering Institute (SEI) Software Engineering Process Group North America conference (SEPG '09)

March 23-26, 2009 San Jose, California, USA

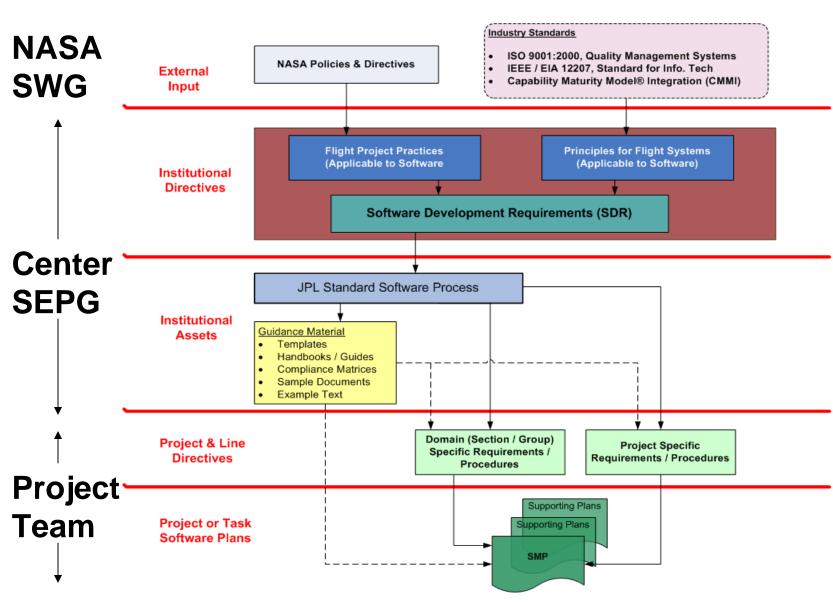
The 21st Annual Systems & Software Technology Conference (STC 2009)

April 20-23, 2009 Salt Lake City, Utah, USA

Southeastern Software & Systems Engineering

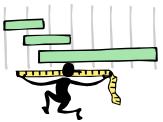


### **Requirements Flow**





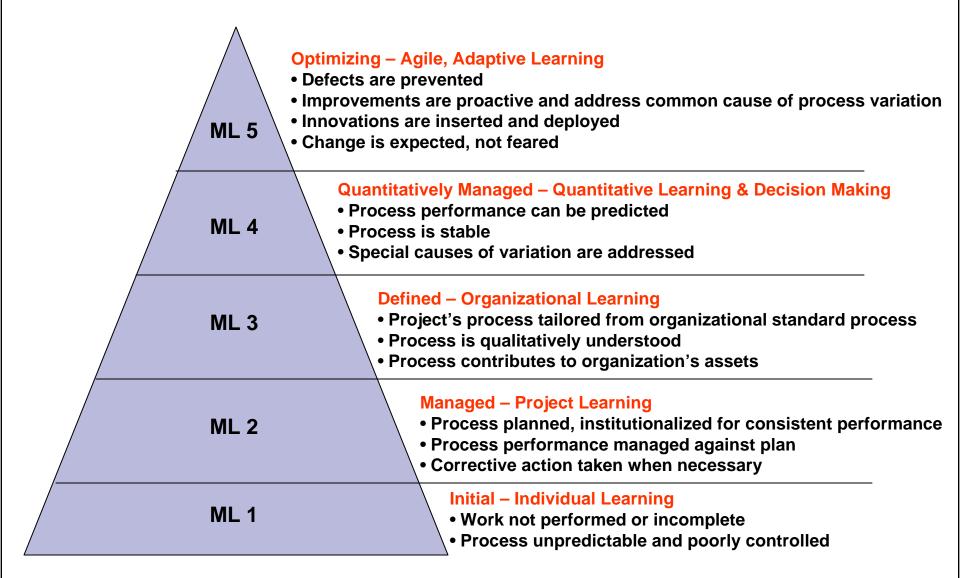
### What is this CMMI?



- What it is: A process improvement model that provides a set of industry-recognized practices to address productivity, performance, costs and stakeholder satisfaction in the systems engineering and software development process.
  - Helps your organization examine the effectiveness of your processes
  - Establishes priorities for improvement
  - Helps you implement these improvements
- How it is different: The CMMI provides an integrated, consistent, enduring framework for enterprise-wide process improvement and can accommodate new initiatives as future needs are identified. Unlike single-discipline or stove-pipe models that can result in confusion and higher costs when implemented together.
- Who it is for: Those providing systems and software engineering products and services to organizations who transform customer needs expectations, and constraints into products, and supporting these products throughout their life. If you manufacture, code, analyze, maintain or document a product, you need this!



### **CMMI Maturity Level Characterizations**





## **NASA CMMI Summary**

### as noted on SEI website for Appraisals Disclosure Statement

Center	Rating	App. Date	# Projects	Туре	Project sizes (# people)
MSFC	ML3	24-Aug-07	3	Development	57, 4, 2 = 63
GSFC	ML2 + RSKM(2)	16-May-08	4	Dev & Maintenance	25, 2, 18, 8 = 53
JPL	ML3	27-Sep-07	7	Dev & Maintenance	1, 8, 11, 17, 16, 1, 30 = 84
LaRC - FSSB	ML2 + CL3	3-Oct-08	3	Services	1,1,3=5
LaRC - ASDC	PP(CL3), CM(CL1)	17-Nov-06	1	Data Center Support	85
LaRC - <del>ESSB</del> (renamed SDAB)	REQM(CL3), CM(CL3)	17-Mar-06	4	not given, older format	not given, older format

### **Planned CMMI Appraisals in FY09**

Title	Туре	days	start date	Center
SCAMPI A	appraisal	5	6/2009	MSFC
SCAMPI A	appraisal	7	3/2009	JSC
SCAMPI A	appraisal	8	9/2009	KSC
SCAMPI B	appraisal	4	3/2009	JPL
SCAMPI B Pre-Appraisal	pre- appraisal		4Q FY09	ARC
SCAMPI C	appraisal	5	9/2009	JPL
SCAMPI C Pre-Appraisal	pre- appraisal		2Q FY09	ARC



# Example Requirement from NPR 7150.2 (Metrics)

### "5.3.1 Software Metrics Report

The Software Metrics Report provides data to the project for the assessment of software cost, technical, and schedule progress. The Software Metrics Report shall contain as a minimum the following information tracked on a CSCI basis: [SWE-117]

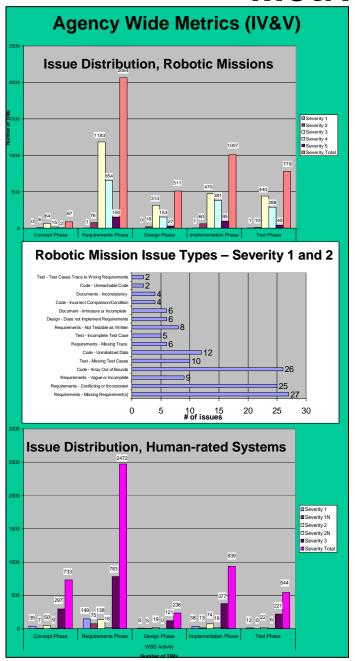
- a. Software progress tracking measures.
- b. Software functionality measures.
- c. Software quality measures.
- d. Software requirement volatility.
- e. Software product characteristics."\*

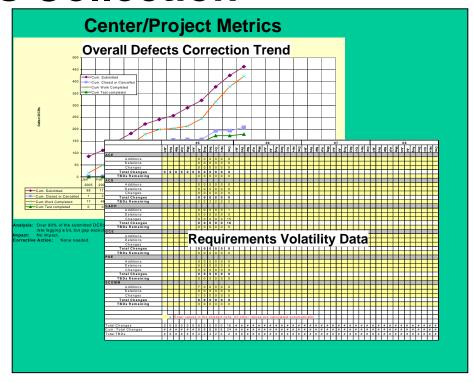
Note: "An <u>example set of software quality measures</u> that meet 5.3.1.c include, but are not limited to:

- a. Number of software Problem Reports/Change Requests (new, open, closed, severity).
- b. Review of item discrepancies (open, closed, and withdrawn).
- c. Number of peer reviews/software inspections (planned vs. actual).
- d. Peer review information (e.g., effort, review rate, defect data).
- e. Number of software audits (planned vs. actual).
- f. Software audit findings information (e.g., number and classification of findings).
- g. Software risks and mitigations.
- h. Number of requirements verified or status of requirements validation."

<sup>\*</sup>Required only for Class A, B, F (not OTS), & G (not OTS) software

### **Metrics Collection**





### **Constellation Program**

- 399 Management performance and product measures. Each project shall report
- 400 status using the program's computing system management performance and
- 401 product quality measures in Appendix E. [CSR-32-003]

1140 1141	APPENDIX E COMPUTING SYSTEM DEVELOPMENT METRICS
1142 1143 1144 1145	This appendix addresses the measures that are of interest to the Constellation program as indicators primarily of product quality and management performance, and are designed to be consistent with the requirements set forth in this document.



## **Metrics Implementation on Projects**

Ares I Software Management Plan (SMP)

**CxP 72051**BASELINE (DRAFT)

APPENDIX G SOFTWARE METRICS DRD

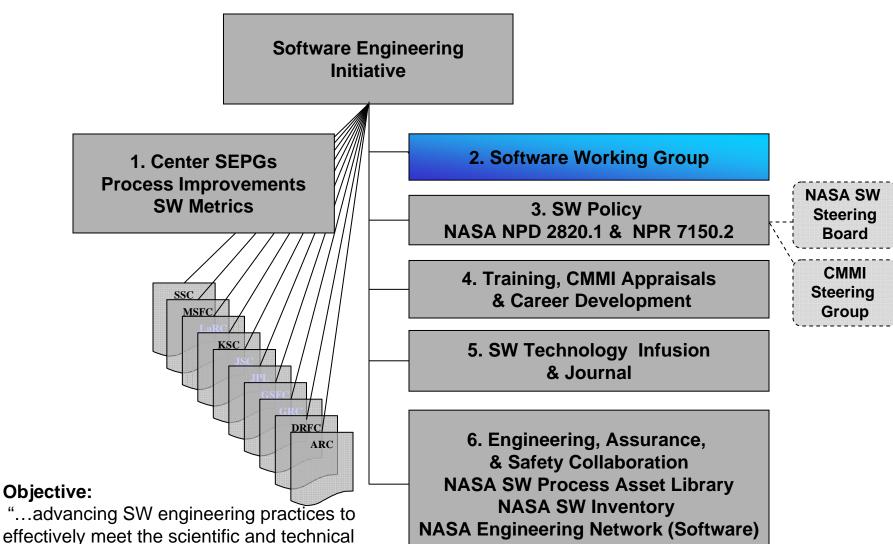
**RELEASE DATE: TBD** 

The Software Metrics Report DRD requires the following information to be tracked on each CSCI (reference STD/SW-SMR):

- a. Software resources planned vs. actual.
- b. Requirements stability number of software requirements, number of requirements changes, and number of TBDs.
- c. Software size in agreed upon measurement units (e.g. source lines of code (SLOC))
   planned vs. actual.
- d. Computer resource utilization in percentage of capacity (e.g. memory, processor, I/O throughput) with agreed upon thresholds.
- e. Number of test cases successfully developed, dry run, and used for formal test planned vs. actual.
- f. Number of Computer Software Units (CSUs) in design phase, in coding phase, coded and under Configuration Management (CM), completed Unit Test, and Integrated into Computer Software Configuration Item (CSCI).
- g. Number of software problem reports and review item discrepancies open, closed and withdrawn.
- h. Number of Peer Reviews/Software Inspections planned vs. actual.
- Number and classification of findings found during Peer Reviews/Software Inspections.
- j. Number of Software Audits planned vs. actual.
- k. Number and classification of findings found during Software Audits.
- I. Software Risks and mitigations
- m. Software development schedule tasks planned vs. actual.
- n. Other information that may assist the government in evaluating the contractor's cost, technical and schedule performance, e.g., innovative processes and cost reduction initiatives.
- o. System performance indicators, e.g., subsystem to subsystem data latency metrics.



## **Software Engineering Initiative**



Sponsor: NASA Office of Chief Engineer

objectives of NASA" (plan approved 2002)



## Roles of the Software Working Group

- Function as an advisory group
- Recommend, draft as requested, review, and promote policies, standards, & best practices
- Recommend and provide technical support for special studies
- Focus, integrate, and promote innovation and the continuous improvement of NASA's software engineering processes
- Support and help guide the establishment of software process improvement programs at each Center
- Facilitate the transfer of software technology
- Coordinate NASA representation within agency, interagency, and international boards
- Provide information to improve communication on software issues
- Ad hoc activities as needed



## Objectives of NASA Software Working Group Face-to-Face Meetings

- Facilitate communication across NASA and Software Engineering Institute with respect to providing lessons learned, process improvement and experiences
- Facilitate communication across all NASA Centers in respect to providing lessons learned on implementing process improvement
- Educate the NASA workforce on best practices in Software Engineering
- Improve the working relationships between Engineering and Safety and Mission Assurance in respect to software engineering
- Improve NASA ability to manage complex software projects
- Reduce the risk on future NASA missions



**Objective:** 

## **Software Engineering Initiative**

Software Engineering Initiative

1. Center SEPGs
Process Improvements
SW Metrics

SSC
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"...advancing SW engineering practices to effectively meet the scientific and technical objectives of NASA" (plan approved 2002) 2. Software Working Group

3. SW Policy NASA NPD 2820.1 & NPR 7150.2

- 4. Training, CMMI Appraisals & Career Development
- 5. SW Technology Infusion & Journal

6. Engineering, Assurance,
& Safety Collaboration
NASA SW Process Asset Library
NASA SW Inventory
NASA Engineering Network (Software)

NASA SW Steering Board

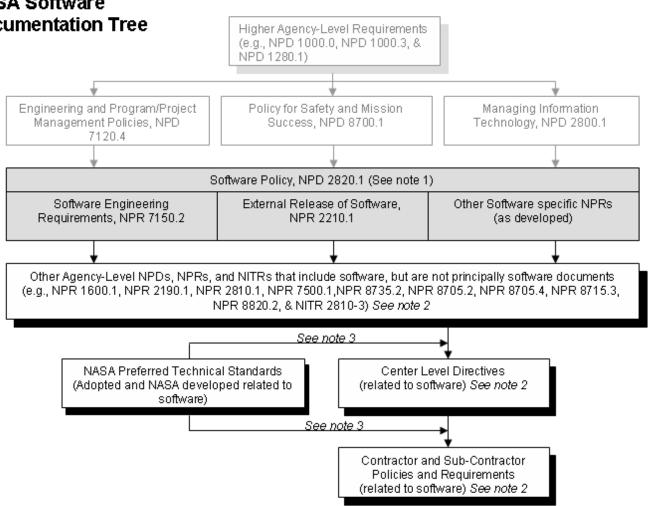
CMMI Steering Group

Sponsor: NASA Office of Chief Engineer



### NASA SW Documentation Tree (NPD 2820.1)

Attachment 3: NASA Software Documentation Tree



Note 1: NPD 2820.1 is the unique parent document for the Agency's current and future NPRs that are software specific.

**Note 2:** Other Agency-Level, Center-Level, and Contractor/Sub-Contractor directives can elaborate or augment software specific NPDs and NPRs, but they cannot supersede nor waive NPD 2820.1, NPR 7150.2, or NPR 2210.1.

**Note 3:** Individual NASA Preferred Technical Standards are required when invoked by an NPD, NPR, Center-Level Directive, contract clause, specification, statement of work, or NASA Technical Warrant Holder. Note that the set of NASA Preferred Technical Standards also includes non-invoked software standards which provide valuable guidance and best practices.



### Software is not all the same

flight software non-flight software

engineering software general purpose software

safety critical software non-safety critical software

... and it shouldn't be treated the same!



### **NASA-wide Software Classification\***

Class A Space Flight Human Rated Software Systems

Class B Non-Human Space Rated Software Systems

Class C Mission Support Software & Facilities

Class D Analysis and Distribution Software

Class E Development Support Software

Class F General Purpose Computing Software

(Multi-Center or Multi-Program/Project)

Class G General Purpose Computing Software

(Single Center or Project)

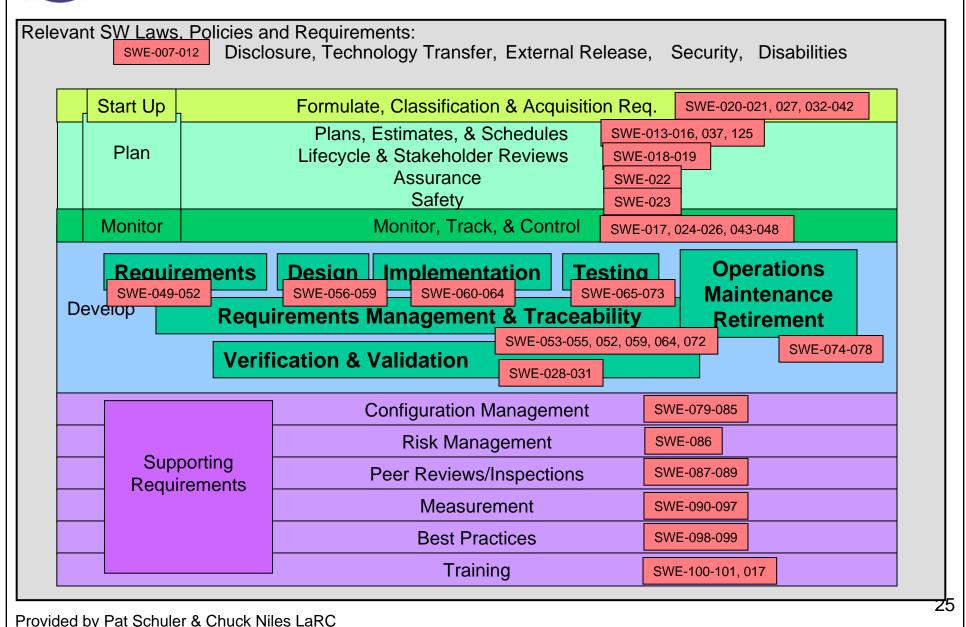
Class H General Purpose Desktop Software

**Notes 1.** "It is not uncommon for a project to contain multiple systems and subsystems having different software classes" (P.2.1)

2. Whether software is <u>safety critical is an independent determination</u> based on NASA-STD 8719.13

\* Established by NPR 7150.2

## NPR 7150.2 SW Engineering Requirements in a Nutshell (for projects, excluding specific documentation content)





## **Applicable and Non-Applicable Software Engineering Requirements (NPR 7150.2)**

CE Classes → ←	-CIO	Classes-
----------------	------	----------

				Class A	Class B	Class C	Class D	Class E	Class F	Class G	Class H
SW Requirements Development SW Requirements Management SW Design  SW Implementation	Document	49	Project	X	Х	X	X	P (Center)	Х	Х	
	SW requirements	50	Project	Х	Х	X	X		Х	X	
•	Flow-down & derived req.	51	Project	X	Х	X			X (not OTS)	P (Center)	
Development	Bi-directional trace	52	Project	X	Х				X (not OTS)	P (Center)	
SW	Manage req. change	53	Project	Х	Х	X	X	P (Center)	Х	X	
Requirements	Corrective action	54	Project	X	Х				Х	X	
Management	Requirements Validation	55	Project	X	Х	X			Х	Х	
SW Design & E	Document design	56	Project	X	Х	P (Center)			X (not OTS)	X (not OTS)	
	Architecture	57	Project	Х	Х	P (Center)	P (Center)		X (not OTS)	X (not OTS)	
	Detailed design	58	Project	Х	Х				X (not OTS)	X (not OTS)	
	Bi-directional trace	59	Project	X	Х				X (not OTS)	X (not OTS)	
SW Requirements Development  SW Requirements Management  SW Design  CO SW Implementation  P SW F SW Implementation  P SW F SW Implementation  P SW F S	Design> code	60	Project	Х	Х	Х	Х		X (not OTS)	X (not OTS)	
	Coding standards	61	Project	Х	Х				X (not OTS)	X (not OTS)	
	Unit test	62	Project	Х	Х	X	P (Center)	P (Center)	X (not OTS)	X (not OTS)	
	Version Description	63	Project	Х	Х	P (Center)	Х		X (not OTS)	X (not OTS)	
	Maintain Traceability	64	Project	X	Х				X (not OTS)	X (not OTS)	
SW Requirements Development  SW Requirements Management  SW Design  SW Implementation  SW Implementation	Plan, procedures, reports	65	Project	X	Х	X	P (Center)		X	P (Center)	
	Perform testing	66	Project	Х	Х	X	X		Х	P (Center)	
	Test for compliance	67	Project	Х	Х	X			Х	P (Center)	
	Evaluate test results	68	Project	X	Х	X	X		X	P (Center)	
	Doc. defect & track	69	Project	Х	Х	X	P (Center)		Х	P (Center)	
	Models, simulations, tools	70	Project	X	Х				X	P (Center)	
	Update plans & procedures	71	Project	X	Х	X			X	P (Center)	
	Maintain Traceability	72	Project	X	Х	X	X		X	P (Center)	
	Platform or Hi-Fidelity sim.	73	Project	7 X	Х	Х			Х	P (Center)	
	SW Data Dictionary	110	Project	Х	P (Center)				X (not OTS)	X (not OTS)	

X = Required
Blank = Not Required
P(Center) = Center defined process (i.e. subset OK)

"Through the use of the Requirements
Mapping Matrix, the number of applicable
requirements and their associated rigor are
scaled back for less critical software classes",

- NPR 7150.2, Section P.2.1

Waiver Authority for NPR 7150.2, Software Engineering Requirements

Table indicates
which level of
Engineering
Technical Authority
is needed for a
waiver

89% of the project implemented requirements are under Center level waiver authority

Section of NPR	Requirement Descriptor*	SWE Requirement#	Implements Requirement	Waiver Authority for NPR 7150.2 by Req
	SW Plan	13	Project	Center Director*
	Execute Plan	14	Project	Center Director*
	Cost Estimation	15	Project	Center Director*
	Schedule	16	Project	Center Director*
SW Life Cycle Planning	Training	17	Project	Center Director*
	Reviews	18	Project	Center Director*
	Life Cycle	19	Project	Center Director*
	SW Classification	20	Project	HQ OCE
	SW Classification changes	21	Project	Center Director*
	SW Assurance	22	Project	HQ OCE/OSMA
	SW Safety	23	Project	HQ OCE/OSMA
	Plan Tracking	24	Project	Center Director*
	Corrective Action	25	Project	Center Director*
	Changes	26	Project	Center Director*
Off The Shelf (OTS) SW	COTS, GOTS, MOTS	27	Project	Center Director*
	Verification planning	28	Project	Center Director*
Verification &	Validation planning	29	Project	Center Director*
Validation	Verification results	30	Project	Center Director*
	Validation results	31	Project	Center Director*

<sup>\*</sup> Center Director or designee (e.g. Center Engineering Director or Lead Discipline Engineer)



# **Constellation Program Computing Systems Requirements CxP 70065**

Revision: Draft Baseline Document No: CxP 70065

Release Date: TBD Page: 6 of 101

Title: Constellation Program Computing Systems Requirements

- 98 2.0 DOCUMENTS
- 99 2.1 APPLICABLE DOCUMENTS
- 100 The following documents include specifications, models, standards, guidelines,
- 101 handbooks, and other special publications. The documents listed in this
- paragraph are applicable to the extent specified herein.

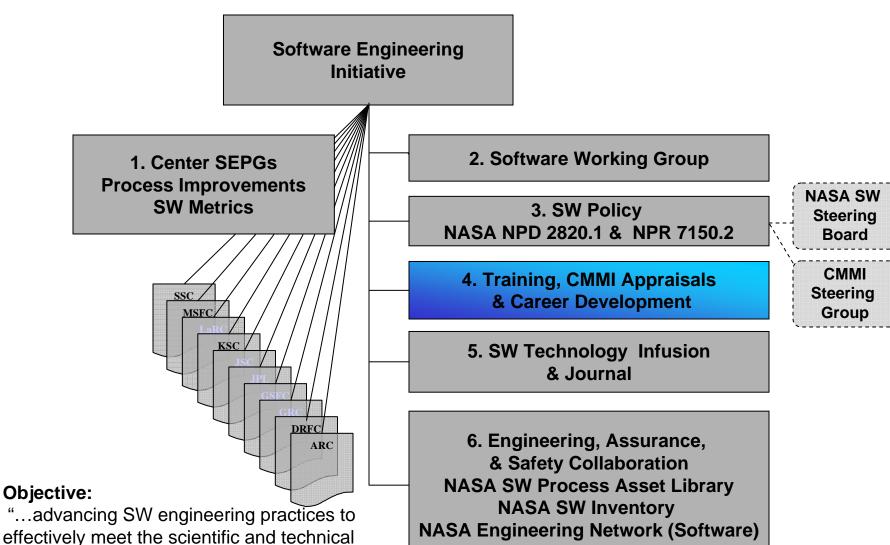
NPR-7150.2 NASA Software Engineering Requirements

Example of the NASA Software Initiative making an impact on Critical NASA Programs

- Software engineering. Each project shall adhere to the requirements of NPR 140 7150.2 Software Engineering Requirements, [CSR-31-003] 141 142 Rationale: NPR 7150.2 is an agency-level requirements document applicable to all projects per NASA Policy Directive (NPD) 2820.1 NASA Software Policies. 143 The Constellation Program System Engineering Management Plan (CxP-70013) 144 describes the independent technical authority role for the program. Note that the 145 independent technical authority must approve all variances to the Software 146 Engineering Requirements per SWE-102 and NPR 7150.2 chapter 6. 147
- 744 Safety plan. Each project shall prepare a Software Safety Plan per Section 5.2
- 745 of NASA-STD-8719.13B Software Safety. [CSR-34-011]



## **Software Engineering Initiative**



Sponsor: NASA Office of Chief Engineer

objectives of NASA" (plan approved 2002)



## **Software Engineering DACUM**

Software Engineer DACUM - Phase 2 - Curriculum Plan

March 14<sup>th</sup> Baseline Version 5.5

Proposed modifications for April 25th, 2006 Baseline

#### RUNNING STATUS ON SOFTWARE ENGINEERING DACUM CORRICULUM

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2.3	101 5%%	107		Z-THD	Ž.		comple	n perusing te (per Apr	1 06 F	F decision	in) -lor	possibly do	il after :	201 ar	4 301								
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				Career	Level (Early, Md, Late)	EC	EC	EC	EC	EC	EC	MC	MC	MC	MC	MC	LC	LC	LC	LC	LC	LC	,
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				Software Develops	Requirements rent		•	•												-			
				Software	Design					•					•								

### **Curriculum Plan for Software Engineering**

### Early Career Courses:

- Introduction to Aerospace at NASA (IAN)
- 2. Software Engineering 101
- Software Requirements Development and Management
- 3a. Peer Reviews/ Inspections (short separate class)
- 4. Software Implementation
- 5. Software Testing

### Mid-Career Courses

- 6. Software Engineering 201
- 6a. Software Maintenance
- 7. Software Configuration Management
- 8. Software Design
- 9. Software for Embedded Systems
- 10. Software Safety & Reliability

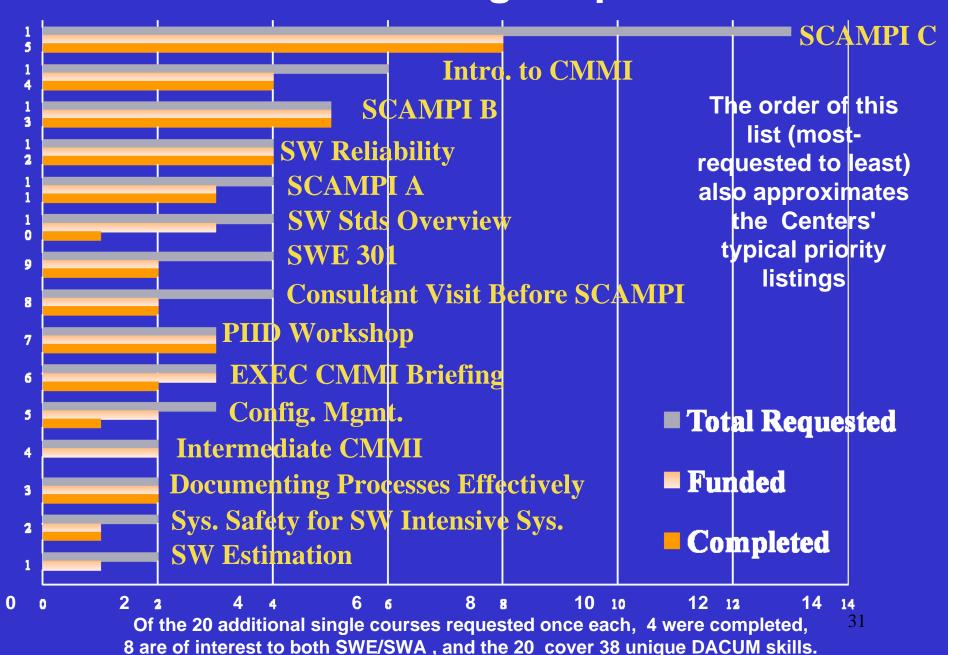
### Later Career Courses

- 11. Software Engineering 301
- 12. Software and Process Metrics
- 13. Software Estimations
- 14. Software Process Improvement
- 15. Software Acquisition
- 16. Formal Methods for Software

Structured On-the-Job Learning

Informal On-the-Job Learning

## **FY 08 Training Requests**



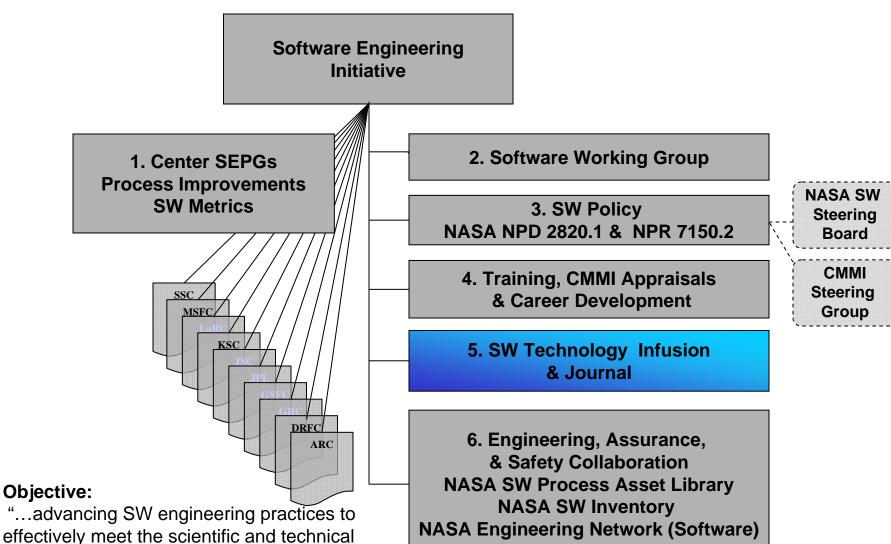


### **SWE 301 Objectives**

- The objectives of the class are as follows:
  - Have participants understand the 41 defined Requirements for Software Engineering Management
  - Have participants focus on the application of project management techniques as applied to software projects
- To meet these objectives there are 9 presentation modules and 8 workshop modules
- Has been offered twice (East coast and West Coast), offering again in FY09



## **Software Engineering Initiative**



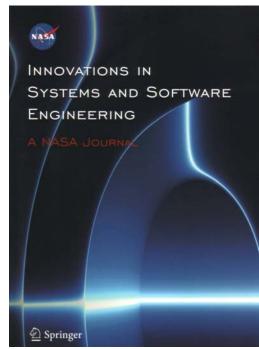
Sponsor: NASA Office of Chief Engineer

objectives of NASA" (plan approved 2002)



### Research & Technology Infusion Journal

- Encourage and stimulate advanced technology and research work that is relevant to NASA's missions
- Promote positive communication between the research and practicing professionals
- Supports the maturation of software and systems engineering related to aerospace applications
- Joint editorship between academic and government researchers
- Kickoffed in April 2005





# Research Infusion Collaborations (Joint OCE & OSMA task)

### 2005

- Application of Software Cost Reduction Methods and Tools to ISS Science Payload Software
- Application of Design Advisor to Instrument Flight Software
- Infuse Code Surfer into NASA IV&V Process
- Application of SpecTRM for Design Rationale Capture and Hazard Analysis during Conceptual, Concurrent Design of Missions

### • 2004

- Can CodeSurfer Increase Inspection Efficiency?
- Analysis of MSFC Flight Software
- Finding Defect Patterns in Reused Code
- ISS Software Analysis
- Cross-Project Application of Perspective-Based Inspection
- Perspective-Based Inspection Infusion

### **2006**:

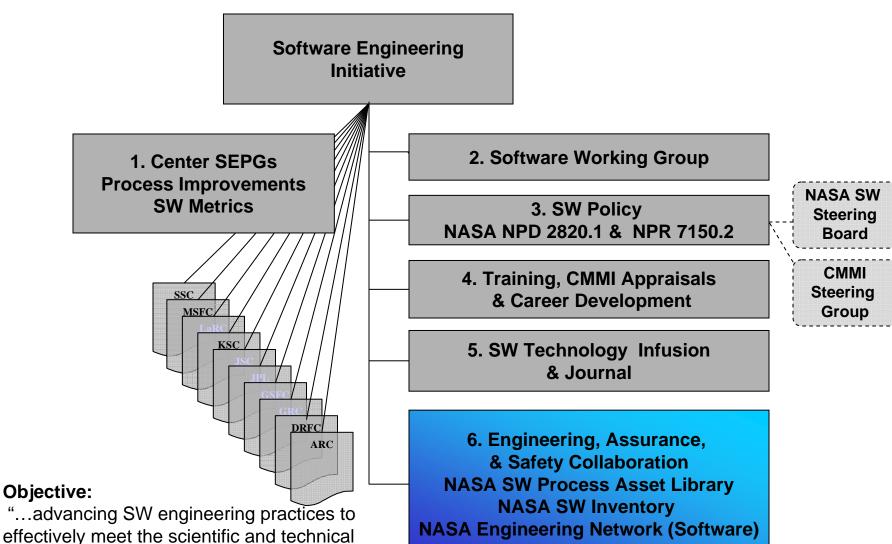
- Infusion of CodeSurfer into TCMS Sustaining
- Technology Infusion of Klocwork InSpect into Flight Software Branch Development Processes at GSFC
- Technology Infusion of Source Code Analysis and Error Checking into Mission Planning and Execution Software Tools at Jet Propulsion Laboratory
- Technology Infusion of Software Architecture Visualization and Evaluation (SAVE) into the Common Ground Software Development Process for NASA Missions at JHU/APL

### 2007

- Infusion of Perspective Based Inspections at NASA IV&V
- Support Model-Based Systems and SW Engineering with SpecTRM (JPL)
- Tech. Infusion of CodeSonar into the Space Network Ground Segment at GSFC/White Sands
- Technology Infusion of SDA into MOD SW Development Process (JSC)
- Technology Infusion of SAVE into STRS Architecture Compliance Verification at GRC
- Infusion of Requirement Assistance into CEV IV&V Validation Activities



### **Software Engineering Initiative**

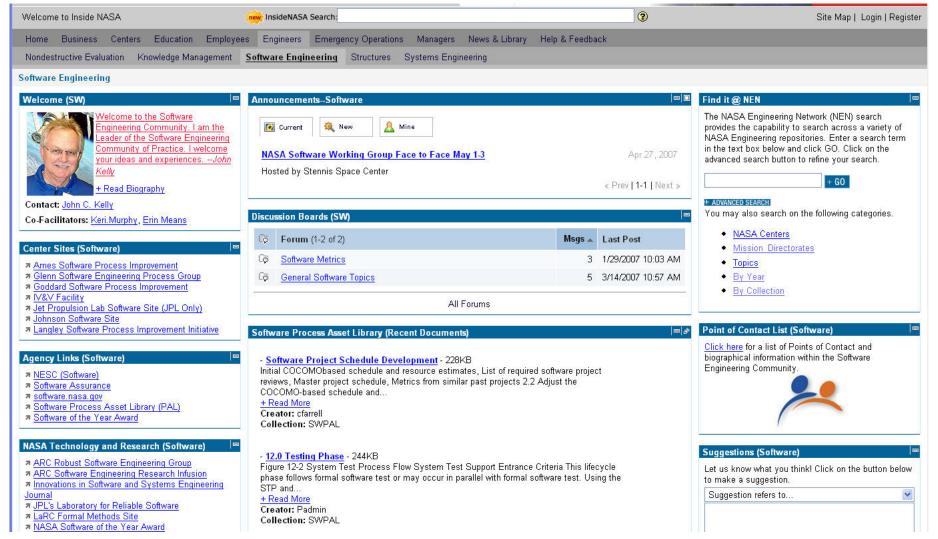


Sponsor: NASA Office of Chief Engineer

objectives of NASA" (plan approved 2002)

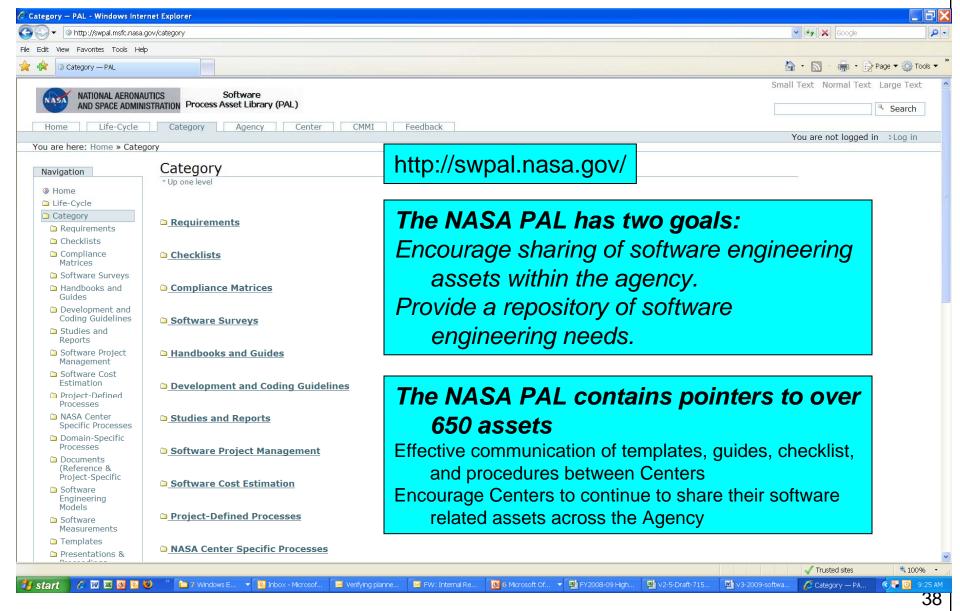


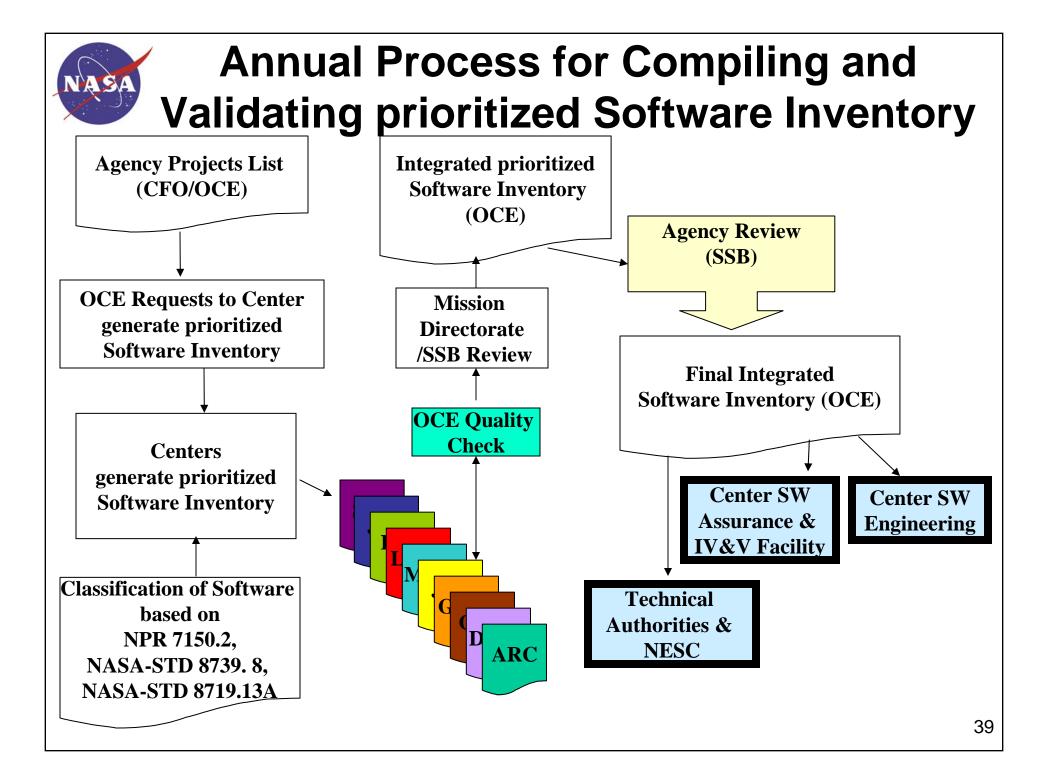
## NASA Engineering Network Software Engineering Portal





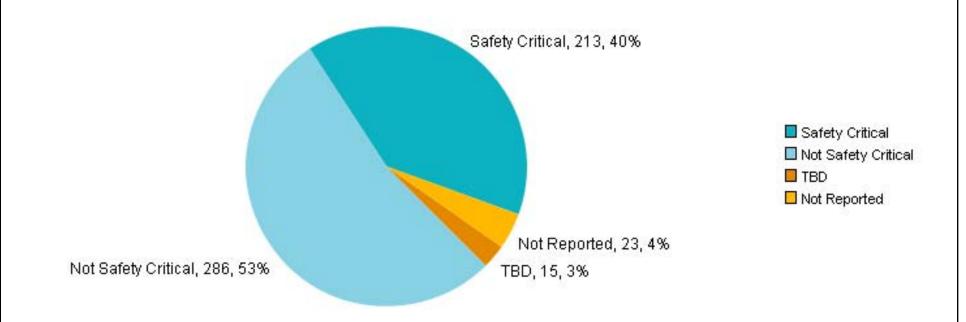
## **NASA Process Asset Library**







# 2008 NASA Safety Critically (Software Class A,B,C Projects)



### Notes:

- I. Deltas between 2007
- 1. Reduced "Not Reported" from 14% to 4%
- 2. Safety Critical increased from 38% to 40%

Total Center level projects containing Class A, B, and/or C software = 537



# Highlight: Software Inventory Management System

- New tool in 2008
- Serves as a repository & data collection tool to facilitate the process of gathering, compiling and analyzing the NASA Software Inventory data



- JPL developers have been very responsive and have provided reporting capabilities earlier than originally scheduled.
- Over 1000 entries



# Software Toolshed Focus Area/Concept/Objective

- Deploy "in-house", open source and COTS software tools (static analysis) on NASA mission software.
- Demonstrate the feasibility of an Application Service Provider model that provides missions with software tools and expertise.
- Taking a general approach to ASP; Language independent but a focus on Java with some C/C++ capability.
- Recognizing the need for "bug" reporting strategies for developers and managers.
- Building a relationship between NASA software engineering research, applied software engineering and mission software development (infusion and requirements).



### **Software Engineering Initiative**

- Reduces risk of software failure Increases mission safety
- More predictable software cost estimates and delivery schedules
- Smarter buyer of contracted out software
- More defects found and removed earlier
- Reduces duplication of efforts between projects
- Increases ability to meet the challenges of evolving software technology